

Strategic Planning Progress Report Fiscal Year 2002

Department of Military Affairs

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Goal 1. Readiness

Readiness is the one and only goal of the Department of Military Affairs, the Kentucky Army and Air National Guard. It means readiness to accomplish militarily both the state and federal missions of the Guard and readiness of the state agencies such as Emergency Management to perform their important functions before, during and after a disaster or emergency.

Notes: The Kentucky National Guard and the Kentucky Department of Military Affairs have been making good progress toward our primary goal of readiness. Militarily the organization was in good standing regarding readiness prior to this effort. However, the world has become quite a different place since September 11th 2001 and a significant portion of the Kentucky Army and Air National Guard have been taking part in the War on Terrorism. While readiness has always been our primary function, its importance has been reinforced all too clearly. The members of the Kentucky National Guard have proven that they are ready to accomplish their state and federal missions when called upon and they continue to serve across the Commonwealth, the nation and around the world. As a state agency, the Kentucky Department of Military Affairs has been moving to a war footing as well. With the addition of the Office of Security Coordination and the increasingly important work in this regard in the Emergency Management arena, there will be a significant maturation of our ability to plan, train and execute, as the needs demand.

Given the current budget and economic issues, many of our most strategic efforts have been delayed due to funding matters. However, we hope that they will be eventually funded and work will continue to refine and evolve the plans as the missions and environment dictate.

Objective 1.1. Recruiting & Retention

Recruiting and retention of the force is the paramount issue. The mission cannot be accomplished without trained personnel necessary to perform the required tasks. Retention is critical to our success as an organization. It is much more effective to keep an existing soldier or employee on board and performing to standard than it is to recruit and train a new individual for that position. We must find balance.

Status: (Please bold and underline your response)

Accomplished

Action Plan in progress

On Going Agency Activity

Delayed

Cancelled

Notes: Recruiting and retention has always been the lifeblood of the Kentucky National Guard and increasingly so for the Department of Military Affairs. Nationally, the events of September 11th in conjunction with the national economic picture have made military service a more attractive career path than in recent years. However it will be later in the current fiscal year before we can know for certain whether these trends will also be true within the Commonwealth. The Kentucky National Guard will continue to work at retaining its current members while it seeks additional members up to the limit allowed by National Guard Bureau.

Performance Indicator 1.1.1. M-Day National Guard Strength

Recruiting and Retention of Guard Members meets National Guard Bureau (NGB) established End Strength Goal annually.

Baseline: Not Available

Target: 6,558 end strength

Actual: 6,302 (99.2%)

Army National Guard (NG) - 65% of Non Prior Service accessions category I-IIIa.

Baseline: Not Available

Target: 65%

Actual: 55.7%

Notes: NGB change in NPS accession goal from 65% to 62% for FY03.

Army NG Recruiters meet 80% of assigned goal

Baseline: Not Available

Target: 2.5 per month per recruiter (goal 1245)

Actual: 1.8 per month currently (84% of the 1245 goal)

Army NG Increase retention rates by 3% each year to a level of 85% by 2006.

Baseline: 68% FY 01

Target: 100%

Actual: 99%

Notes: As reported by NGB as of 31 July 2002.

Army NG Separate no more than 15% of soldiers annually for non-retirement reasons

Baseline: Not Available

Target: 15%

Actual: 17.8%

Air NG separates no more than 9% of airmen annually

Baseline: Not Available

Target: 109

Actual: 46 personnel or 3.7%

Air NG Enlists / appoint 15 individuals each month (180 per year)

Baseline: Not Available

Target: 180 annually

Actual: 92

Notes: Stop Loss created difficulty in projecting losses and what AFSCs would have vacancies; recent NGB policy change affected recruiter's authority to fill AFSCs at levels greater than 100% (most could go to a minimum of 110% before policy change).

Performance Indicator 1.1.2. Full Time National Guard Strength

Maintain 100% fill of authorized positions annually

Baseline: 98% NGB SPIRS Report (2nd qtr FY 02)

Target: 100%

Actual: 100%

Notes: On going Agency Activity — The National Guard Bureau collects data on full-time manning levels on 54 states and territories. Quarterly reports are provided to each state and territory. The greatest obstacles facing the Human Resources Office are inadequate manning levels, insufficient budget, antiquated and cumbersome national level personnel regulations and no interoperability of our data systems. Inadequate manning levels and budget have some units/directorates manned as low as 30% of total requirements. The national average percentage of fill is 52%. Kentucky is manned at 57% leaving the DMA with a 42% fill deficit even when executing authorized strength levels at 100%

Percentage of personnel turn-over (FT KYNG)

Baseline: 10% Internal agency data (End of Year FY 01)

Target 5%

Actual: 8%

Notes The aging workforce coupled with both programmed growth and scheduled reorganizations/conversions and deployments in both the Army and Air Guard has caused a large amount of personnel turbulence in our full-time workforce. The workforce should stabilize once we are through the reorganizations.

Performance Indicator 1.1.3. Department of Military Affairs (State Employee) Strength

Maintain 95% fill of authorized state positions annually

Baseline: 350 (1 Jul 2001 – 30 Jun 2002)

Target: 95%

Actual: 96.6% (1 Jul 2002 – Present)

Notes: This is an on going agency activity to maintain 95% and strive to a higher percentage of filled positions. Ten out of twelve individuals lost from the department were due to retirements.

Separate no more than 5% each year for non-retirement reasons

Baseline: 350 (1 Jul 2001 – 30 Jun 2002)

Target: Separate No more than 5% each year

Actual 1 Jul 2002 – Present: Lost 1.0%

Notes: This is an on going agency activity.

Conduct 100% one on one, confidential exit interviews with all state employees who leave the Department to be used by management as a diagnostic tool for reducing turnover

Baseline (No baseline)

Target: 100%

Actual 1 Jul 2002 – Present: 99%

Notes: This is an on going agency activity. There are occasions when individuals are reluctant to participate in this program.

Performance Indicator 1.1.4. Drill Attendance Level

Reduce unexcused absences of NG members for Inactive Duty for Training (IDT / Drill) and Annual Training (AT) to 5% or less annually.

Baseline Not Available

Target: NGB set the FY02 standard as No-Val pay less than 5% annually

Actual: 1.4%

Notes: Baseline 100% participation is always the goal. *Annual Training objectives are by priority; MOS qualification schools are of higher priority than AT. Soldiers not MOSQ go to*

school in lieu of AT with unit. Annual Training goal is 85% AT attendance with unit. Kentucky is currently, based upon AT02, at 70%. This is due to restructure of Kentucky units, which requires 2080 soldiers to be reclassified into a new MOS over a 5-year cycle. We are into the 2nd year.

Performance Indicator 1.1.5. Force Structure and Stationing

All Army NG units meet the standards of Army Regulation (AR) 220-1 personnel requirements within two years of activation, conversion or re-stationing and continue to meet or exceed requirements

Baseline: C-3.

Target: C-3.

Actual: 15 of 24 "AA" units reported C-3 or better on 15 July 02 Unit Status Report (USR).

Notes: Of the 9 units not C-3, two (2) units (1-123 AR, 103d FSB) will be deactivated/converted to new units on 1 Sep 02; two (2) units (207th Maint, 206th EN) will be reorganized; and, one (1) unit (231st MI) was activated on 1 Sep 01.

Provide annual assessment of unit status and armory suitability for current and future missions to Adjutant General's Advisory Group

Baseline: NA

Target: NA

Actual: 15 of 24 "AA" units are C-3 or better.

Notes: During the past year we have converted nine (9) company level units from combat-arms to combat support or combat service support units. Through this process a PAT team has reviewed and assessed the suitability of each armory. Recommendations for necessary improvements have been made to the Minor Construction Committee for their action.

Objective 1.2. Facilities Stabilization & Modernization

Status: (Please bold and underline your response)

Accomplished

Action Plan in progress

On Going Agency Activity

Delayed

Cancelled

Notes: The maintenance of existing facilities and the financing of replacement facilities, additions or alterations continue to be significant issues for this organization. Federal funding has been sparse in recent years for the funding of new armory construction but opportunities are possible. State funding continues to be challenging in the current economic environment. We continue to make progress where we can but there are funding issues that will need to be addressed in years to come in order to maintain our current level of readiness and service not only to the local community but the state and nation as well. There will also likely be expansions of our facilities needs that may arise as the military structure undergoes its normal evolution and as the domestic preparedness needs and plans for homeland security mature.

Performance Indicator 1.2.1. Airport Modernization

Make application for Federal Aviation Administration funding

Baseline: NA

Target: NA

Actual: On Going Agency Activity

Notes: Application for Federal Aviation Administration funding complete. Projects included in DMA 6 Year Plan. Efforts are on going for Congressional Delegation support of federal funding. Continuing to seek inclusion of projects in budget. Annual assessment of progress to the AG Advisory Group is complete for FY 02.

Performance Indicator 1.2.2. Facilities Major and Minor Maintenance Backlog

Reduce DMA Facilities Division's Major and Minor Maintenance backlog of approved work orders by 10% annually.

Baseline: 805 (Based on unfinished approved work orders as of 6/30/02)

Target: 725

Actual: 746

Notes: On going agency activity

Conduct annual assessment of progress and report results to the Adjutant General's Advisory Group

Baseline: Not available

Target: Not available

Actual: On going agency activity

Notes: Due in September

Performance Indicator 1.2.3. State Emergency Operations Center Addition

Ensure project is included in DMA 6 year plan submission

Baseline: Not Applicable

Target: Include project in DMA 6 year plan submission

Actual: Accomplished

Notes: Accomplished

Seek federal funding

Baseline: Not Applicable

Target: Seek Federal Funding for State EOC Addition

Actual: On going Agency Activity

Seek inclusion of state funding in Governor's budget request

Baseline: Not Applicable

Target: Seek inclusion of state funding in Governor's budget request

Actual: On going agency Activity

Provide annual status report to the Adjutant General's Advisory Group until project completion.

Baseline: Not Applicable

Target: Annual Report to Advisory Group

Actual: On going Agency Activity

Performance Indicator 1.2.4. Wendell H. Ford Regional Training Center, Greenville

Baseline: Not Applicable

Target: Seek continuing resources for construction

Actual: Phase V complete, Training Center complete.

Notes: Requires coordination between NGB, Kentucky NG, and Congressional Delegation. Construction plans; Phase VI of WHFRTC are complete; minus design of specific buildings. Congressional fact sheets are complete w/ supporting documents. EST Building for Boone

Center is funded and under design. Annual assessment provided to Adjutant General's advisory Group complete for FY 02. Modification of WHFRTC Master plan delayed awaiting reorganization and restationing plans.

Performance Indicator 1.2.5. Bluegrass Station Infrastructure Renovation

Ensure projects are included in Department's 6-year plan submission

Baseline Not Applicable

Target Include projects in DMA 6 Year Plan

Actual Not Applicable

Notes: Accomplished — Due to US war on terrorism, construction of a 20,000 sq ft aircraft modification facility for SOFSA is expected to be completed NLT 03-01-03.

Seek inclusion in Governor's budget request

Baseline Not Applicable

Target Projects included in Governor's Budget Request

Actual Not Applicable

Notes: On Going Agency Activity - Due to the budget situation there was no funding for capital construction.

Report progress annually to Adjutant General's Advisory Group

Baseline Not Applicable

Target Annual Report of Progress to Advisory Group

Actual Not Applicable

Notes: On Going Agency Activity

Performance Indicator 1.2.6. Future Facilities Infrastructure

Reduce average age of National Guard Armories to 20 years old

Baseline: 29.17 — Based on construction date of Armories (catcode 17180) in Federal Property Inventory database. (PRIDE) (Data collected 8/15/02)

Target: 20

Actual: 29.33

Notes: On Going Agency Activity — Federal design funds have been plan for FY03 and construction funds for FY04. State funds are not available at this time and could result in delaying design and construction.

Complete comprehensive review of existing facilities and future needs by July 2002

Baseline: Not Available

Target: Not Available

Actual: Delayed

Notes: Delayed Due to budget constraints. The original goal of providing safe, adequate & functional facilities to support the missions of the Kentucky Department of Military Affairs is unchanged. The events of September 11, 2001 have changed the priorities of our planners by placing emphasis on the security of personnel rather than a total focus on the condition of our facilities. Reviews of existing facilities and current plans for force protection liabilities have been conducted and where funding or resources have been available, corrective measures have been implemented. There have been many additional deficits identified but currently no funding or resource has yet been made available to correct. Federal Funding has been applied for.

Create and revise master plan, 6-Year Plan and other documents as necessary

Baseline: Not Available

Target: Not Available

Actual: Phase 1 Complete

Notes: On Going Agency Activity — Real Property Development Plan (RPDP) has completed phase 1. Phase 1 consists of developing templates and sample development plans for eleven (11) current or future sites across the Commonwealth. Future phases will add sites to template structure. The Division of Facilities and the Facilities Management Office has finished a 3-year contract with a consultant through the Army Corp of Engineers that has significantly jumpstarted our master planning process. The Real Property Development Plan gives us a template, which we can use to develop our future master plans. Eleven sites were included in the contract. Reviews of existing facilities are occurring on a daily basis. Data is being gathered and organized for future reference to be used when a comprehensive study can be initiated. Future planning is conducted with attention to areas that future growth is anticipated to prevent future planning conflicts and to provide the infrastructure to support sustained organized growth. This Department anticipates additional requirements to be placed upon the current facilities with the additional mission of Homeland Defense. These changes can be requirements for additional administrative, storage and training space. We are already seeing projects initiated and completed to meet some of these requirements.

Present current and future needs assessment to Adjutant General's Advisory Group by September 2002 & annually thereafter.

Baseline: Not Available

Target: On Going Agency Activity

Actual: On Going Agency Activity

Notes: On Going Agency Activity — First assessment due in September 2002.

Objective 1.3. Technology and Efficiency

Status: (Please bold and underline your response)

Accomplished

Action Plan in progress

On Going Agency Activity

Delayed

Cancelled

Notes: We continue to seek ways to maximize our efficiency through the judicious application of technology solutions. Funding issues have delayed some of our plans but we are hopeful that over the long haul we can continue to find ways to collapse time and distance and make more of our infrastructure available to the front line workers as they deal with our customers and interface with other local, state and federal organizations. There will likely also be a number of significant new requirements as we harden our technological infrastructure against intrusion and catastrophic failure. Simulation for training continues to be a growing opportunity for training efficiency in the Kentucky Army National Guard. We hope to continue our momentum.

Performance Indicator 1.3.1. Increase Use of Distance Learning

Conduct 25% of Army NG Military Occupational Specialty Qualification and Non Commissioned Officer development courses using distance learning by 2006

Baseline: Not available

Target: 25% of all MOS Tng by 06

Actual: Not Available

Notes: On Going Agency Activity - DCSOPS has initiated the planning process to integrate the primary courses to meet the target date. 25% of all required MOS training is accomplished using cost saving DLI (Distance Learning Initiative) technologies. Actual number for TY03 would be calculated as 25% of all MOS School seats that a Kentucky Army Guard Member is slotted to participate in. Final Target will be set by DCSOPS.

Performance Indicator 1.3.2. Reliability of Network Infrastructure

Ensure network infrastructure and resources are operational 99.995% of scheduled up-time

Baseline: Not available

Target: 99.995%

Actual: Not Available

Notes: Action Plan in Progress — Collection plan is under development. The large volume of sites and differences in configurations, coupled by the lack of tool sets to automate the collection, has made this difficult. Data collection for all sites and configurations should be in place in mid-2003.

Performance Indicator 1.3.3. Departmental Systems Security Modernization

Baseline: Not available

Target: Departmental Systems Security Modernization

Actual: Not Available

Notes: Action Plan in Progress — Delayed until March 2003. DOD is in the process of changing its guidance for this and final standards are expected by 1 October 2002.

Performance Indicator 1.3.4. Expansion in Simulation Capability and Use

Baseline: Not Available

Target: Not Available

Actual: On Going Agency Activity

Notes: Completed Phases I & II of simulation building. Three TADDS devices are scheduled for fielding. Future technologies are being researched and presented to NGB. Target devices planned for 01-02 timeframe have been funded; fielding dates are proposed. Technology requirements review and feasibility analysis is on going and have completed through Phase IV to date. Technology proposal and cost estimates to National Guard Bureau (NGB) [complete as of February 2001] Done through phase IV. Congressional initiatives and plan complete through FY 04. Site survey and building requirements completed through FY 03 & Phase V of Training Center major construction. Annual review provided to Adjutant General's Advisory Group for FY 02. To date, have procured three TADDS devices totaling more than \$6.6M. Scheduled fielding dates are established as follows: JANUS - Complete; D_First - October 02; SIMNET - June 03; EST - March 03.

Performance Indicator 1.3.5. Planning and Implementation of Department wide GIS Solution

Baseline: Not Available

Target: Not Available

Actual: On Going Agency Activity

Notes: Full Time Manning (FTM) authorizations in place as of 3 September 2002. Architectural infrastructure delayed until end of 2003

Performance Indicator 1.3.6. Creation and implementation of a Department Knowledge Management Plan

Baseline: Not Available

Target: Not Available

Actual: Not Available

Notes: Action Plan in Progress

Performance Indicator 1.3.7. Creation and implementation of a Departmental Document & Records Management Plan

Baseline: Not Available

Target: Not Available

Actual: On Going Agency Activity

Notes: Action Plan in Progress - Some portions delayed based on funding until March 2003.

Performance Indicator 1.3.7. Creation and implementation of a DMA Statewide Emergency Communications Plan

Baseline: Not Applicable

Target: Implementation of DMA Statewide Emergency Communications Plan

Actual: Action Plan in Progress

Notes: Delayed until December 2003 because of personnel availability and mission prioritization. 9-11 response mission has resulted in a delay and a further refinement of this requirement

Performance Indicator 1.3.7. Regional Training Center Communications Plan

Baseline: Not Available

Target: Not Available

Actual: On Going Agency Activity

Notes: Action Plan in Progress - Technology Review Complete.

Performance Indicator 1.3.7. Facilities Operation

Respond to all non-emergency work orders (repair and maintenance request) within 30 days of approval

Baseline: 78% Based on number of Work Orders Responded to within 30 days divided 100% by Requested Work Orders for SFY 02 from the Facilities Management System. (Data collected 8/15/02)

Target: Respond to non-emergency work orders within 30 days

Actual: 100% FY to date

Notes: On Going Agency Activity

Provide 100% accountability for state property valued at \$500 or more using Management and Reporting Systems (MARS)

Baseline: 50% Based on number of property items in MARS divided by the number of property items in the local database valued over \$500. (Data collected 8/15/02)

Target: 100%

Actual: 55%

Notes: On Going Agency Activity — All property data previously tracked in local database system has been submitted to Finance Cabinet, Property Accountability for conversion to MARS. Conversion has not been completed for all property.

Provide 90% accountability for all other state property in departmental database

Baseline: 95% Based on number property items in the local database divided by total accountable property. (Data collected 8/15/02)

Target: 90%

Actual: 95%

Notes: On Going Agency Activity

Maintain 0 loss of life or property as a result of breaches in security

Baseline: 0

Target: 0

Actual: 0

Notes: On Going Agency Activity

Performance Indicator 1.3.7. Air Transport / Capital City Airport Operations

Provide fuel services and safe runway environment 365 days each year at Capital City Airport

Baseline: 100% (Airport open everyday during 2001).

Target: 100%

Actual: 100% to date this year

Notes: On Going Agency Activity

Ensure at least 80% availability of state aircraft fleet for state missions

Baseline Not available

Target: 80% aircraft availability average per month

Actual: 90% FY to date

Notes: The state has five fixed wing and five helicopters. The standard that 8 of 10 of these aircraft are available on average as measured on a monthly basis. Since 1 July 02, nine aircraft have been mission ready. Efforts are underway to refine this measurement.

Ensure at least 75% pilot availability to complete requested state missions

Baseline Not Available

Target: 75% Pilot Availability daily

Actual: 75%

Notes: Air Transport has four full time pilots. Since the reporting period began on 1 JUL 02, Air Transport has had at least three pilots available. A pilot retired on 1 August and the process of filling that position is underway.

Plan 5% annual increase in fuel sales

Baseline 271,600 Gallons (July 2001 Fuel Sales)

Target: 285,000 Gallons for July FY 02

Actual: 249,000 July 2002 Fuel Sales

Notes: On going activity calculated on a monthly basis. The events of September 11th and the weaker economy have slowed sales by some 9% as compared with July 01.

Maintain 99% lease rate of available aircraft tie down and hangar space

Baseline Not Available

Target: 62

Actual: 58 long term leases plus 5 for transient

Notes: Air Transport has a total of 63 (21 T-Hangar, 27 Hangar and 15 tie down) spaces for lease.

Performance Indicator 1.3.7. Bluegrass Station Operations

Increase occupancy by 1.4 percent annually and maintain 95% occupancy by 2006

Baseline 90% (Agency Data as of 30 June 02)

Target 91.4%

Actual 91.0%

Notes: On Going Agency Activity — The area economy has resulted in the recent loss of two tenants and reduction in operations of a third. Emphasis on leasing space continues and these temporary setbacks will be overcome.

Increase full time jobs by 100 annually to 1,850 by 2006

Baseline 1,350 (As of 30 June 02)

Target 1450

Actual 1487

Notes: On Going Agency Activity

Maintenance Services will acknowledge receipt and schedule appropriate resolution of tenant work orders within two working days

Baseline None

Target Acknowledge receipt and schedule work within two days.

Actual Not available

Notes: On Going Agency Activity - Survey to capture information from tenants only received a 30% response. Now devising system to capture information from work order database.

Ensure 0% downtime for telecommunications services

Baseline None Available

Target 0 downtime

Actual Phone service 0 downtime — Voicemail downtime 2.7%

Notes: On Going Agency Activity — Obsolete voice mail system replaced.

Ensure 0 Notices of violations of environmental regulations for facility and tenants operations

Baseline None available

Target 0 Notices of environmental violations

Actual 0 Notices

Notes: On Going Agency Activity — Have Engineering firm under contract to determine weaknesses in sewage treatment plant. Options under review include closing Sewage Treatment Plant and pumping sewage to a municipal system.

Maintain 95% customer satisfaction with response and services

Baseline None Available

Target 95% Customer satisfaction

Actual Not Available

Notes: On Going Agency Activity — Measurement systems and data collection methods are under development.

Ensure 0 breaches in facility security

Baseline Not available

Target 0 Breaches of Security

Actual 0 Breaches of Security

Notes: On Going Agency Activity

Performance Indicator 1.3.7. Kentucky Logistics Operations Center

National Guard Materiel Management Center (NGMMC) - Maintain 0.05% (one half of one percent) or less property loss annually verified by periodic and annual inventories

Baseline Not Available

Target: 0.05% loss annually

Actual: Unable to measure at this time.

Notes: We have completed one wall-to-wall inventory. Finishing up the programming of a new inventory system that puts redundancy and QC into place. This is an interim step in route to a new bar code system. Another wall-to-wall will be conducted first week of October 2002.

NGMMC - Achieve 95% Customer Satisfaction reported by annual telephone survey and biannual written survey

Baseline Not available

Target: 95% Customer Satisfaction

Actual: 98% (random sampling)

Notes: Random samplings of customer satisfaction indicate satisfaction is exceeding 98 %. Survey apparatus under development.

NGMMC - Maintain average orders ship time of 3.2 days or less

Baseline Not Available

Target: 3.2 or less

Actual: FY 02 has been 2.28 days

Notes:

Central Clothing Distribution Facility (CCDF) - Ensure 99% of priority orders are shipped day after receipt

Baseline Not Available

Target: 99% Priority Orders Shipped in 24 Hours

Actual Not Available

Notes: Monitoring system under development. Contract for priority orders states that shipment must be made within 3 calendar days.

CCDF - Ensure 96% of routine orders shipped within 7 days of receipt

Baseline Not Available

Target: 96% Routines shipped within 7 days

Actual Not Available

Notes: Monitoring system under development. Contract calls for shipment within 10 days.

CCDF - Ensure 96% of customers satisfied with order accuracy

Baseline Not Available

Target: Not Available

Actual: Not Available

Notes: Measurement system under development.

CCDF - Maintain 96% pick rate accuracy via quality control monitoring

Baseline Not Available

Target: Not Available

Actual Not Available

Notes: Monitoring system under development. While I'm confident of that pick rate exceeds 98%, I cannot accurately measure at this time.

CCDF - Maintain shrink loss at less than 2%

Baseline Not Available

Target Not Available

Actual Not Available

Notes: Cannot measure accurately at this time until the new inventory system has been implemented. Finishing up the programming of a new inventory system that puts redundancy and QC into place. This is an interim step in route to a new bar code system. Another wall-to-wall will be conducted first week of October 2002.

Performance Indicator 1.3.7. United States Property and Fiscal Office Operations

All data processing systems are operational for end user support 98% of the time during normal duty hours.

Baseline: Not Applicable

Target: 2087

Actual: 2065

Notes:

All data is current 100% of the time during service hours.

Baseline: Not Applicable

Target: 2087

Actual: 2087

Notes:

Cooperative Agreements are closed within six months of funding expiration.

Baseline: Not Applicable

Target: 14

Actual: 7

Notes: One is 2085 funds and the remaining six have valid un-liquidated balances.

At least 98% of all reimbursement payments are processed within 15-day timeframe.

Baseline: Not Applicable

Target: 15 Days

Actual: 7 Days

Notes:

All valid procurement requests are initiated within 5 working days.

Baseline: Not Applicable

Target: 548

Actual: 548

Notes:

At least 95% valid cooperative agreement reimbursement requests are processed within 7 days.

Baseline: Not Applicable

Target: 7 Days

Actual: 7 Days

Notes:

At least 90% of all logistics requests meet or exceed established processing goals.

Baseline: Not Applicable

Target: 90% of Logistics requests meet established goals

Actual: Not Available

Notes: This performance measure is under review.

At least 98% of all subordinate Property Book Officer transactions are processed by established processing goals.

Baseline: Not Applicable

Target: 98% Subordinate PBO Transactions Processed by Established Goals

Actual: Not Available

Notes: This performance measure is under review.

The incidence of fraud, waste, and abuse throughout the organization is reduced through the use of internal controls.

Baseline: Not Applicable

Target: Reduce Fraud, Waste and Abuse

Actual: Not Available

Notes: This performance measure is under review.

Objective 1.4. Public Safety & Public Service

Status: (Please bold and underline your response)

Accomplished

Action Plan in progress

On Going Agency Activity

Delayed

Cancelled

Notes: The ability of the Kentucky National Guard to respond quickly and effectively within the state to disasters continues to be a bright spot in this area. We have set and are meeting a demanding standard in responding to the local communities when these events strike. We continue to struggle with how to effectively measure our success at mitigation, response and recovery from disasters. KyEM is charged with coordinating the response to emergencies and we have anecdotal evidence that tells us that we do respond well to disasters but how to measure our effectiveness continues to be elusive. Work will continue in this area. However disasters by their very nature are not predictable and are infrequent. We plan continually on how to mitigate the effects, respond when they do happen and speed recovery but the process of recovery alone often last for five years after the event. The Kentucky Community Crisis Response Board continues its valuable work and we think there importance in the state's response to events in this post 9-11 world will become increasingly more important. We must find ways to grow this programs ability to recruit, train and retain responders across the state. Youth ChalleNGe continues to grow apace and it is helping turn the lives of some of our troubled youth around one life at a time. This program will reach maturity in the next few years and we hope that it will continue to develop to meet the needs of our youth.

Performance Indicator 1.4.1. Kentucky National Guard State Active Duty Emergency Response

Deploy NG assessment team to incident/emergency site within 6 hours anywhere in the state.

Baseline: 6 hours or less.

Target: 6 hours or less

Actual: 3 hours.

Notes: During Spring, 02 flood in Southeast Kentucky, we deployed an assessment team consisting of DCSOPS-Military Support and DES personnel to the cities of Barbourville, Harlan, and Pineville, utilizing a UH-60, in 3 hours from notification and request for assistance.

Deploy soldiers and equipment in force as required to the incident/emergency site within 12 hours anywhere in the state.

Baseline: 12 hours or less

Target: 12 hours or less.

Actual: 8 hours

Notes: On Going Agency Activity — These performance objectives were met during our response to the Spring, 02 flood in Southeast Kentucky, where Co E, 206th EN of Morehead, deployed troops and equipment to Harlan within 8 hours from notification, and during the Fall, 01 forest fires, when we deployed soldiers from the 201st En and 206th En battalions to Eastern Kentucky.

Performance Indicator 1.4.2. Emergency Management: Mitigation, Response, Preparedness and Recovery

Reduce average statewide damage claims by 25% over 5 years

Baseline: Not Available

Target: Not Applicable

Actual: Not available

Notes: Action Plan in Progress - The Division is re-evaluating the use of a baseline for mitigation projects based on pilot area studies. General Baselines are not usable in the Commonwealth based on the number of different natural disasters encountered annually.

Decrease repetitive losses by 30% over 5 years

Baseline: Not available

Target: Decrease repetitive losses by 30% over 5 years

Actual: Not available

Notes: On Going Agency Activity - Repetitive losses can only be measured through flood declared disasters. Before decreases in losses can be measured effectively Risk assessment is being planned, based on Federal guidelines in specific pilot areas. Associated with this project is proposed federal funding of upgrades to the Flood Plain Management Program.

Coordinate an effective and timely response to disasters and emergencies

Baseline: Not Available

Target: Not Applicable

Actual: Not available

Notes: Action Plan in Progress

Ensure that required state agencies and all counties can respond effectively to emergencies and disasters

Baseline: Not Available

Target: Not Applicable

Actual: Not available

Notes: Action Plan in Progress

Restore basic community services and meet critical individual needs in a timely and effective manner.

Baseline: Not Available

Target: Not Applicable

Actual: Not available

Notes: Action Plan in Progress

Performance Indicator 1.4.3. Kentucky Community Crisis Response Board Capabilities

Teams are available and respond to critical incidents, crisis and disasters within 24 hours of a request for services anywhere in the state 95% of the time.

Baseline 100% (agency data as of 30 June 02)

Target: 95%

Actual 100% year to date for all requests

Notes: On Going Agency Activity

Biannually provide Basic Critical Incident Stress Management (CISM): Group Crisis Interventions and CISM: Individual Crisis Intervention and Peer Support in a minimum of 6 regional locations.

Baseline 100% (agency data as of 30 June 02)

Target: Biannually provide Basic Critical Incident Stress Management (CISM): Group Crisis Interventions and CISM: Individual Crisis Intervention and Peer Support in a minimum of 6 regional locations

Actual On Going Agency Activity with annual measurements so no data will be available until the end of the current fiscal year. Plans are proceeding as expected to meet the target.

Notes:

Recruit, train and retain 30 first responder (fire, emergency medical services, law enforcement, etc.) team volunteers to respond in eastern and western Kentucky by 2006.

Baseline None Available

Target: Recruit & Train 30 first responders by 2006 in E & W KY.

Actual Not Available

Notes: On Going Agency Activity with annual measurements so no data will be available until the end of the current fiscal year. Plans are proceeding as expected to meet the target.

Performance Indicator 1.4.4. Statewide Terrorism Response Plan

Complete a Statewide Needs and Risk Assessment by April 2002

Baseline: Not Available

Target: Complete

Actual: Complete

Review and Update Terrorism Annex of the State Emergency Operations Plan complete by November 2002

Baseline: Not Available

Target: Not Applicable

Actual: Not available

Notes: Action Plan in Progress

Integrate NG Civil Support Team into response plan by July 2002

Baseline: Not Available

Target: Not Applicable

Actual: Not available

Notes: Action Plan in Progress

Submit request for additional EM positions required to manage WMD training and equipment program by April 2002

Baseline: Not Available

Target: Not Applicable

Actual: Not available

Notes: Delayed pending federal and state funding

Develop first responder equipment and training plan by September 2002

Baseline: Not Available

Target: Not Applicable

Actual: Not available

Notes: Complete

Implement statewide equipment and training plan for first responders begin no later than October 2002 and complete by December 2003

Baseline: Not Available

Target: Not Applicable

Actual: Not available

Notes: Delayed until next federal fiscal year pending federal grant.

Performance Indicator 1.4.5. Youth Challenge

Increase residential phase graduation rates to 70% of enrollees by 2006

Baseline: 63% (CHAMEIS 2000, NGB statistical database for Challenge Programs)

Target: Target is to graduate 70% of enrolled participants

Actual: Data unavailable until the end of the current class in December 02.

Notes: In the six residential classes completed to date, 406 participants graduated out of 644 enrollees. Enrolled participants are the number of cadets enrolled in the program at the end of the two-week Pre-Challenge phase. This program is voluntary and given the unpredictability of the age group of our clients we will never graduate 100%. The participants of each class vary greatly in personality, maturity, academic levels, cultural backgrounds, etc. The addition of the technical trades program and remedial reading program (funded by grants) should increase retention and graduation rates.

Increase the residential program graduates successfully transitioning into gainful employment, military service or higher education and maintaining it throughout the one-year follow on, post residential phase to 90%

Baseline: Not Available

Target: 90%

Actual: Varies by class –Example Class 3: One month following graduation – 75% were placed, but five months following graduation – 56%

Notes: Although the ultimate objective is for 100% of the graduates to remain actively employed, in school or the military throughout the one year post-residential phase, that objective is probably unattainable given the unpredictability of the age group of our clients. Some of the participants are limited because of their age at graduation (some are only 16); GED attainment was not achieved; and other factors. For FY 02-03, the program obtained a grant to fund two placement coordinators to assist in this effort. However, no funding source for this activity has been identified for FY04. Graduate activity is tracked through monthly

reports submitted by the graduate's mentor. The information is then entered into the CHAMEIS system. However, not all mentors are reliable in submitting the required reports in a timely manner (if at all). Therefore, the information entered into the CHAMEIS system is incomplete.

Performance Indicator 1.4.6. State Guard Mission Essential Response Team

Baseline: NA

Target: NA

Actual: Delayed based upon funding not being made available during the FY03 State Budget cycle.

Performance Indicator 1.4.7. Counter-drug Institute Established Concept

Baseline (Not available)

Target (Not available)

Actual: Delayed

Notes: Action on this initiative has been delayed as a result in personnel turnover at the senior management level. The Counter-drug Coordinator was appointed Chief of Staff in September 2001. Due to fiscal and personnel restraints, the successor was not selected until 1 June 2002. The marijuana eradication effort is most intense from 1 June through 30 September; therefore, the CDC's primary focus has been in that area. The intent is to re-energize the initiative to establish a Counter-drug Institute immediately upon completion of the 2002 marijuana eradication season. This Initiative requires concurrence from National Guard Bureau, federal funding, and program authority. A concept review should be completed not later than November 2002.

Performance Indicator 1.4.7. Kentucky Counter Drug Aviation Training Site (KYCATS)

Baseline (Not available)

Target (Not available)

Actual: Delayed

Notes: *Delayed* — Required NGB approval to conduct Counter-Drug aviation courses has not yet been received. Recommend continued support of this initiative within the overall strategic plan as well as continued emphasis from the Kentucky National Guard to gain approval from NGB for the establishment of this training center. Also, recommend proceeding with the construction of the Army Aviation Operating Facilities in London and Greenville in anticipation of receiving approval to conduct training but also to better support on-going HIDTA and Commonwealth mission requirements.

Performance Indicator 1.4.7. Drug Demand Reduction Program

Screening and selection process for current full-time counter drug soldiers for drug demand reduction missions begins by October 2002 and complete by September 2006

Baseline: Not Available

Target: Screening and selections process in place

Actual: completed on schedule OCT 2002

Notes: Screening and selection process is in place.

New full-time personnel hiring begins by October 2002 and completed by September 2006

Baseline (Not available)

Target: 27

Actual: Delayed

Notes: *Delayed* — Due to lack federal and state funding.

Begin curriculum development no later than October 2002

Baseline (Not available)

Target: Begin Curriculum Development

Actual: Delayed

Notes: *Delayed* due to lack of personnel and funding.

Conduct Instructor Training Courses to begin no later than December 2002

Baseline (Not available)

Target: Conduct Instructor Training Courses

Actual: Delayed

Notes: Delayed

Coalition Development to begin no later than December 2002

Baseline (Not available)

Target: 120 coalitions

Actual: 47 coalitions

Notes: The intent of DDR is to assist in the development of coalitions until every county in the state has an active drug prevention coalition. Coalition development is a priority in Kentucky Agency for Substance Abuse Policy (KYASAP) with 47 drug prevention coalitions developed.

Work with Youth Groups to begin no later than October 2002

Baseline (Not available)

Target: 18

Actual: 9

Notes: The intent of the DDR program is to double the youth groups/camps for year 2002, by increasing the number of JR Guard programs, and Teen Leadership Conferences. Youth camps and training were conducted for the Western U S Attorney Drug Education For Youth (DEFY), six JR Guard groups, and two Teen Leadership Conference.

Work with Community Based Organizations to begin no later than October 2002

Baseline (Not available)

Target: 125

Actual: 82

Notes: The intent of the DR program is to increase the support to Community Based organizations by involving more JO personnel to assist in a greater number of requests. Drug training and materials support KY Crime Prevention Coalition, Regional Prevention Centers and local community prevention groups.

Work with Education Institutions to begin no later than October 2002

Baseline (Not available)

Target: 250

Actual: 125

Notes: The intent of the DR program is to double the number of schools supported by involving JO and R&D. School across KY are supported by drug training and material.

Liaison Activities with School Boards and K-12 Institutions to begin no later than October 2002

Baseline (Not available)

Target (Not available)

Actual: (Not available)

Notes: Schools across KY are supported by drug training and materials. Also, the KING DR program is represented in school committees, councils, and programs across the state.

Performance Indicator 1.4.7. Regional / National Crisis Response Mission Initiative

Baseline (Not available)

Target (Not available)

Actual: Delayed

Notes: Delayed — This initiative requires permission from NGB, program authority, and federal funding. The project is delayed pending further coordination with NGB. Plan remains an initiative but delayed pending resolution of funding issues.

Objective 1.5. Employee / Member Education & Training

Status: (Please bold and underline your response)

Accomplished

Action Plan in progress

On Going Agency Activity

Delayed

Cancelled

Notes: We continue to seek ways to make education and training as freely available as possible to our employees and Guard members. Unfortunately this is primarily a budget driven matter especially on the state side of the equation but given the current fiscal environment we are making progress and it will eventually benefit not only the Kentucky National Guard and the Department of Military Affairs but also the entire Commonwealth. There is an impressive array of state and federal opportunities that we can make available and efforts continue to share these opportunities throughout the organization.

Performance Indicator 1.5.1. Individual Members Military Skills Proficiency

Army NG - Increase number of members qualified in their Army Military Occupational Specialties (MOS) commiserate with unit's assigned Authorized Level of Organization (ALO)

Baseline: 11 units with goal of P1; 7 units with goal of P2; and, 6 units with goal of P3 in DMOSQ

Target: 11 units with goal of P1; 7 units with goal of P2; and, 6 units with goal of P3 in DMOSQ.

Actual: 2 of 11 units with goal of P1 met their goal; 4 of 7 units with goal of P2 met their goal; 3 of 6 units with goal of P3 met their goal.

Notes: A total of 9 units have met the ALO/readiness goals (41st CST, 217th QM, 438th MP, 1-623 FA, 2-138 FA, 326th Ord, 202d Band, HHC 149th Bde, 2-123 AR.)

Air NG 90% trained

Baseline: n/a

Target: 95%

Actual: 87.6%

Notes: Yearly 7% shortfall is directly the result of four manning document changes this FY. Changes resulted in both manning increase and increases in three critical skill areas: aircrew, special tactics, and security forces.

Performance Indicator 1.5.2. Equipment Readiness Level

Army Aviation - Maintain 85% of assigned aircraft as Fully Mission Capable

Baseline: 85%

Target: 85%

Actual: The yearly FMC rate for UH-60 helicopters: 57% and OH-58 helicopters: 75% for FY02.

Notes: On Going Agency Activity — Baseline and target goals were not met due to on-going Army Aviation Transformation, lack of spare parts, shortage of required maintenance funding, shortage of required personnel to support assigned density of aircraft and Operations Enduring Freedom and Noble Eagle.

Logistics - Increase the Equipment on Hand (EOH) readiness levels of the Kentucky Army National Guard in accordance with Army Regulation 220-1 by 20% per year based on Managed Levels of Readiness (MLR), Force Activity Designators (FAD) and Latest Arrival Dates (LAD)

Baseline: 20 reportable units FY 02

Target: Increase EOH of 4 units to appropriate level of EOH Readiness (20% of 20 units)

Actual: Goal of improving 4 units to the established level of EOH Readiness was met.

Notes: Base line for FY 03 will be 31 reportable units. The increase is due to new ADRS units coming into the force structure and mobilized units returning to KY ARNG control. This data is reviewed on a quarterly basis for all units identified by regulation AR 220-1. The EOH Readiness Level Goals are established by NGB-ARL Policy letter based upon Managed Levels of Readiness (MLR), Force Activity Designators (FAD) and Latest Arrival Dates (LAD).

Surface Equipment - Achieve and maintain 90% operation readiness rating on all reportable items

Baseline: 70% Operational Readiness rating

Target: 90% Operational Readiness rating

Actual: 93.95% Operational Readiness rating

Notes: On Going Agency Activity — reported and monitored monthly

Air NG 75% C-130 mission capable (set by NGB)

Baseline: Not Available

Target: 75% Mission Capable

Actual: 81.9% Mission Capable

Notes: On Going Agency Activity

Performance Indicator 1.5.3. Military Schools Participation Level

Increase Officer Candidate School Graduation to at least 40 per year

Baseline: Not Available

Target: 40

Actual: 36

Army NG - Increase statewide average MOS qualification level through military schools by 2% annually to 85%

Baseline: 85% DMOSQ.

Target: 85% DMOSQ.

Actual: 74.3% DMOSQ.

Notes: At the end of FY01, the state was 72.7% in DMOSQ. By the end of July 02, we were 74.3%. This is an increase of 1.6% in 9 months.

Performance Indicator 1.5.4. Technology Training

Baseline: Not Available.

Target: Technology Training

Actual: Not Available

Notes: Action Plan in progress.

Performance Indicator 1.5.5. Safety training and awareness

Reduce accident rate by 25% by 2006

FEDERAL

Baseline: 169 accidents fiscal year 2000

Target: 127 accidents (reduction of 25%) Fiscal Year 2006

Actual 108 accidents (reduction of 36%) Fiscal Year 2001

Notes: Above figures relate to federal employees and Guard members. Accident reports from all units were consolidated within the SOH office. Fiscal Year 2000 was set as the baseline. Cross-references and control measures were implemented to ensure all accidents were reported; these included review of Line-of-Duty medical treatment reports and Estimated Cost of Damage Reports for equipment received at maintenance facilities. Comparison of fiscal year 2000 accidents to fiscal year 2001 revealed a 36% decrease in accidents. Comparison of fiscal year 2001 accidents to fiscal year 2002 accidents shows a similar downward trend.

STATE

Base: 13 Workman's Compensation claims for SFY 02.

Target: 10

Actual: 5

Notes: On Going Agency Activity — Facilities Division has assigned a Safety Manager to monitor safety concerns and provide safety training to personnel.

Performance Indicator 1.5.6. Higher Education Attainment

Tuition Assistance Program provides 100% of approved applicants full funding at the requested level every semester by 2006

Baseline 2,104 (2 Aug 02 - KYNG Education Office internal reports)

Target 100% of approved applicants full funding at the requested level every semester by 2006

Actual 87.4 %

Notes: On Going Agency Activity - The Kentucky NG Tuition Award Program (KYNGTAP) pays up to 100% of the cost of tuition and fees for eligible soldiers attending a state-supported college, university, or vocational school. As funds are not always sufficient to cover everyone that applies, a priority system has been implemented. Priority one applicants are those that have never earned a 4-year degree. This year all priority one applicants who were certified as eligible for the program were approved for the Kentucky National Guard Tuition Award Program. Priority two applicants were funded under the Army National Guard Tuition Award Program. The Army National Guard Tuition Award Program will pay 75% (not to exceed established caps) of the cost of tuition for soldiers attending any accredited school. During the most recent reporting period, 265 received Federal TA. 1839 received KYNGTAP.

Increase the number of Guard members seeking a higher education by 5% annually.

Baseline 2,104

Target 2,209

Actual Not available

Notes: On Going Agency Activity - Currently, 549 Guard members have a Bachelor's Degree; 90 have a Master's Degree; and 15 have a Doctorate Degree. Presently we have no way of

tracking those Guard members who are seeking a degree outside of the tuition assistance programs.

Increase the number of Guard Members that have educational career plans by 5% annually

Baseline Not Available

Target Increase by 5% annually

Actual Not available

Notes: Action Plan in Progress - Metrics for this performance measure are under review. The Army National Guard Institute, a federal program, was the sole source for these career plans. (ARNGI) has been closed since 31 March 2002. National Guard Bureau is currently re-contracting the program and anticipates reopening the institute within a few months. However, any students who had previously obtained career plans and enrolled as a student with one of the partnered colleges can continue to work with the school to obtain a degree. As the ARNGI closed suddenly, no statistics are available at this time on how many students requested career plans.

Increase the number of Guard members holding post-secondary degrees by 5% annually to a level of 50% by 2006.

Baseline 8.7%

Target Increase by 5% annually

Actual 8.7 % (As of the end of previous FY. New data will not be available until end of current FY).

Notes: Action Plan in Progress - Kentucky Army National Guard strength is 6,291. Of this number, 549 have a Bachelor's Degree; 90 have a Master's Degree; and 15 have a Doctorate.

Performance Indicator 1.5.7. Mobilization Planning

Increase by 2% each year to 90% the number of units in compliance with Command Readiness Evaluation (CRE) evaluated requirements including plans for mobilization from Home State to Mobilization Station per Army Forces Command (FORSCOM) Regulation 500-3-3

Baseline: 90% in compliance.

Target: 90% in compliance.

Actual: 32% in compliance.

Notes: 19 units were evaluated in FY02. Of the 19 units, only the mobilization plans of 6 units were assessed as being in compliance. However, since 1 October 02, 14 company-sized units have been mobilized. All 14 units met the requirements and timelines established for M-day and Mob station arrival dates, and none of them experienced any major shortcomings.

Objective 1.6. Public Awareness

Status: (Please bold and underline your response)

Accomplished

Action Plan in progress

On Going Agency Activity

Delayed

Cancelled

Notes: A status review of all strategic initiatives were accessed and prioritized based upon successes from 01. Action plans were reviewed and presented to the TAG for approval. Future initiatives were (1) revised, (2) eliminated, (3) continued on schedule. This function to keep the strategic plan an on

going and living document will continue to expand and evolve and hopefully the process will eventually become an institutionalized method of nearly continuous self appraisal and self improvement.

Performance Indicator 1.6.1. Adjutant General's Advisory Group

Baseline: Not Available

Target: Not Available

Actual: On Going Agency Activity

Notes: Announcement and appointment of membership complete. Began this FY. On-going activity. Current Action Plan is on schedule.